Unlocking our potential
Our improvement plan

Progress report to the Health & Wellbeing Board
The story so far

• December 2013 – CQC put our Trust in special measures

• June 2014 - *Unlocking our Potential* – our Improvement Plan was published. It was developed with input from staff; Barking and Dagenham, Havering, and Redbridge (BHR) Clinical Commissioning Groups; BHR Local Authorities; North East London Foundation Trust; UCL Partners; and North East London Local Education and Training Board, to address issues CQC raised

• Matthew Hopkins, Chief Executive, appointed substantively on 1 July 2014, following a three month secondment

• Executive Directors lead five workstreams to help drive delivery of *Unlocking our Potential*

• Each month following sign-off from our Trust Executive Committee, a report against progress will be published internally and externally on or around 25th of each month

• So far, 40% of *Unlocking our Potential* has been delivered
Unlocking our Potential workstreams

**Leadership and Organisational Development**
Ensure we put the right systems, structures, checks and balances in place so we are properly managed from Board to ward

Deborah Tarrant, Director of People and Organisational Development

**Outpatients**
Make sure services are managed effectively so they run on time, every time

Steve Russell, Deputy Chief Executive
Unlocking our Potential workstreams

**Patient Care and Clinical Governance**
Support all our care with effective management of patient notes and information, and systems which alert us quickly to problems

Flo Panel-Coates, Chief Nurse

**Patient Flow and Emergency Pathway**
Patients are assessed and treated quickly, in the right place at the right time, and are discharged once they are medically fit

Eileen Moore, Acting Chief Operating Officer

**Workforce**
Recruit, retain, develop and deploy the right number of permanent staff to provide high quality care 24/7

Deborah Tarrant
Director of People & Organisational Development
We publish our progress every month

For more information read our monthly progress reports at http://www.bhrhospitals.nhs.uk/
Leadership & Organisational Development

- We have refreshed the Executive Team and the Non-executive Directors
- We have engaged the foresight partnership to help develop a strong board
- We are reviewing the operational and clinical leadership structure and have made some changes to key clinical leadership roles
Outpatients

- Spent a lot of time listening to our staff and patients
- Made changes to the call centre resulting in >90% of calls answered compared to 40%
- Reduced short term cancellations of clinics by 87%
- Reviewed 50% of our clinics on choose an book and are contacting GP’s earlier to secure letters
- About to spring clean all our clinics and our letters
- Have commissioned a 4 day customer service development programme
- Have reduced the time our PALS team spend on outpatients
- Will be moving to patient driven booking in the new year
- Are part way through a trial to improve case note availability
Patient care and clinical governance

• New observation charts rolled out
• Over 3,000 staff have been trained in managing sepsis
• We are about to start auditing how many patients are treated within 1h
• We have started a project to simplify our nursing documentation
Patient flow

- Opened our ambulatory care unit
- Opened our medical receiving unit
- Focused on improving discharges earlier in the day, and have been awarding ward of the week for the past month
Our ward of the week winners:

- And we’ve learned how to make further improvements by listening to our staff
In summary

• We’ve made progress

• We have a lot still to do

• Some of our efforts are not yet translating into the results we’d like to see

• Governance is stronger, engagement and culture is improving